

Slovak Professional Association Study Tour Final Report

**Local Government Best Practices and Municipal Advocacy Project
Sponsored by USAID Slovakia
Project No.: 180-0034**

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Slovak Professional Association Study Tour

October 10 - 26, 1997

1.0 Introduction

In October 1997, twelve Slovak local government officials traveled to the United States to participate in a two-week program of training designed and implemented by the Research Triangle Institute (RTI). The participant group included the president or executive director and several board members from each of three Slovak organizations involved in local government: City Managers Association, Finance Officers Association, and Association of Towns and Villages. A list of participants is presented in Appendix A.

The goal of the training was to expose professional and municipal association members to the operational practices of well-managed U.S. professional associations and municipalities, and to demonstrate how these associations work together to improve local government. The training was conducted as a study tour. The objectives were to:

- strengthen the capacity of Slovak professional associations to improve their operations and membership services;
- provide models of effective communication between professional associations and municipal associations;
- support observation and discussion of results-oriented, accountable U.S. municipal management and finance practices, and state and regional training programs for professional development;
- foster professional and personal exchange of experience between participants and U.S. counterparts and other citizens through social, civic, and cultural events.

This report provides an overview of the study tour's schedule of events (see Appendix B), and highlights of the technical interchanges between participants and their U.S. counterparts. Sections 2.0 and 3.0 present the training methodology, and RTI personnel and support staff involved in the design and implementation of the tour, respectively. Section 4.0 describes the content of technical sessions, with emphasis on the ideas and practices that participants found most relevant or promising for their work in Slovakia. Finally, a summary of the study tour evaluation results is contained in Section 5.0 (see Appendix C for the final evaluation questionnaire and a quantitative analysis of responses).

2.0 Training Methodology

The study tour was conducted in three areas of the U.S.: Washington, D.C.; Chicago, Illinois; and the Phoenix, Arizona metropolitan area. Washington and Chicago were chosen because they are the sites of the national headquarters of the International City/County Management Association (ICMA) and Government Finance Officers Association (GFOA), respectively. A visit to Washington also provided opportunities to expose participants to cutting-edge U.S. government-sponsored initiatives such as *FinanceNet*, a worldwide network that supports the sharing of best practices among public administration professionals through electronic libraries and targeted news groups.

As a state with strong professional associations and a commitment to excellence in local government management and finance, Arizona provided an ideal location for a more in-depth treatment of operational practices during the last half of the tour. In the last decade, Arizona municipalities have garnered a number of national and international awards, including the Bertelsmann prize, due to a focus on results-oriented and participative strategic planning and service delivery. A number of well-managed small- to medium-sized communities are located within the Phoenix metropolitan region which facilitated the participation of a mix of city managers, finance directors, and mayors in roundtable discussions and receptions for the group. In addition, a high number of public officials were available for more than one session as a result of the close proximity of their municipalities to the Phoenix area.

In order to accommodate the learning and professional needs of a diverse group of participants, discussions were scheduled with a variety of national, state, and local-level agencies. The training format included observation sessions, interactive roundtable and panel discussions, applied small group exercises, and guided site visits. U.S. presenters systematically consulted with participants to determine the relevance of discussion topics and provided material requested by participants to clarify or enhance technical information. Each meeting included ample time for questions and comments from participants.

Participants visited professional and municipal associations at both the national and state levels, and the local governments of Goodyear, Avondale, and Phoenix in Arizona. The City of Phoenix is renowned for its use of performance measures to improve productivity and public accountability and Goodyear and Avondale have received GFOA recognition for the quality of their municipal budgeting. In addition, participants had discussions with the directors of graduate and continuing education programs in public administration at Arizona State University and with a senior program officer at Shorebank, a community development corporation in south Chicago. Cultural and social activities provided opportunities for participants to network and to foster working relationships both with U.S. professionals and among their own numbers.

Emphasis was placed on the interrelationships between professional and municipal organizations as well as between national and state-level professional associations, e.g. how the activities of umbrella organizations support state association activities. U.S. professional association officers and staff discussed how their organizations introduce and disseminate new skills and practices, particularly

through training events, that local government professionals can use to design and implement innovative programs. General discussion topics included both internal activities (operations, staffing, support for membership services) and external activities (lobbying and policy advocacy).

Prior to their departure from Slovakia, each participant received a packet of translated materials containing basic information on U.S. local government, municipal budgeting and strategic planning documents, professional association bylaws, and cultural orientation to the U.S. geographic areas included in the study tour. In addition, background information on Slovak local government finance and the Slovak professional and municipal associations represented on the tour was provided to U.S. presenters to make optimum use of discussion sessions.

Participants were asked to respond to a pre-tour survey designed to better tailor several of the technical sessions to their interests and responsibilities. Participants were also invited to provide feedback regarding both the technical and cultural agendas during the RTI orientation session conducted on the first morning of the tour and in an informal mid-tour evaluation at the end of the first week. The study tour manager conducted a formal evaluation on the last day of the tour (see Section 5.3)

3.0 RTI Training Personnel

Ken Mahony, resident advisor for the Improved Local Government Advocacy Project in Slovakia and Brenda Linton, study tour manager co-led the study tour. Robert Bodo of the Local Self-Government Assistance Center accompanied the group from Bratislava and provided technical and bi-lingual cultural support for both Slovak and U.S. professionals. Audrina Bunton, study tour logistics coordinator handled pre-tour logistics planning and traveled with the group during the first week. Clay Wirt, local government consultant to Slovakia, joined the group during the last four days of the tour and assisted in facilitating the roundtable and action planning sessions. Katarína Cockrell and Tatiana Lizon provided consecutive and simultaneous interpreting for technical sessions, cultural site visits, and social events.

Bonnie Walter, USAID project manager for Slovakia, also offered welcoming remarks as part of the National League of Cities meeting in Washington, D.C. A list of discussion leaders and staff from U.S. organizations hosting meetings with the study tour group is provided in Appendix D.

4.0 Technical Sessions

4.1 Washington, D.C.

During the first day of the tour, participants attended an orientation session held in RTI's Washington, D.C. office. The RTI training team presented the objectives of the study tour (see Section 1.0) and the relevance of scheduled events for meeting those objectives. To create a context for the technical discussions, participants were given a tailored overview of U.S. political and public administration system and engaged in a lively discussion of the differences between U.S. and Slovak systems.

In meeting with the executive director and staff of the International City/County Management Association (ICMA), participants were particularly interested in the funding structure of the organization, specifically membership dues assessment, research, and publications. Regarding the ICMA code of ethics, the group found similarities in U.S. and Slovak regulations intended to separate administrative and political duties. Slovak city managers also discussed potential strategies for wider dispersion of the benefits of their association's affiliation with ICMA to their membership, including access to ICMA publications in Russian, Hungarian, and German.

While in Washington, participants also met with the executive director of FinanceNet and the manager of international programs at the National League of Cities (NLC). During the former meeting, participants were given a demonstration of the capabilities of FinanceNet, an Internet network with a wide-ranging compendium of financial management resources. Participants with e-mail addresses were able to electronically sign up to exchange information with other finance and management professionals around the world. For those without access to the Internet, LSGAC offered to act as an administrative contact point for receiving and translating information and to evaluate possibilities for extending Internet access to interested organizations and municipalities.

The NLC meeting was extremely informative, focusing on the nonpartisan nature of the policy advocacy and information dissemination which is integral to the effectiveness of the organization. Participants asked for more detailed information on the organization's structure and the assessment and collection of membership fees, and requested a copy of the organization's current strategic plan.¹ In comparing the Slovak and U.S. organizations, participants were impressed with the good relationship of the NLC with the U.S. President and Congress as well as the variety of revenue sources that make NLC operations less dependent on membership dues.

4.2 Chicago, Illinois

The Chicago leg of the study tour was designed around visits to the Government Finance Officers Association (GFOA) and Shorebank Corporation. The group spent an entire day with a cross section

¹A new strategic plan for the National League of Cities will be available after 12/2/97.

of GFOA staff, including the executive director, director of the international relations program, and directors of the accounting/financial reporting, research and publications, and technical services centers. Participants also talked by conference call to the GFOA liaison with the U.S. Congress. Participants received a well-planned and thorough orientation to GFOA organization, funding, membership services, and programs. The budgeting process, as well as GFOA budget awards and training programs designed to foster excellence in budgeting, were discussed at length during the meeting. In particular, participants requested more explanation of the lack of standardization in the U.S. compared to the legislated standardization of the budget process in Slovakia. In reply, their counterparts pointed out that U.S. credit markets are agents of “voluntary pressure” and the differing backgrounds of budget managers discourage the imposition of a standard.

Some participants also explored the possibility of GFOA offering their certification program and seminars to finance professionals outside the U.S. Because finance and budgeting varies considerably from country to country, GFOA has no plans to implement an international program; however, satellite teleconferencing was mentioned as a promising technology for long-distance training seminars, and is currently being by GFOA in various parts of the U.S.

Several GFOA staff members accompanied the group to lunch in the Amoco Building, one of the tallest in the city, where topics introduced during the morning session were discussed more informally. Toward the end of the meeting, Slovak finance officers and GFOA staff discussed continuing professional contact through two avenues: (1) a potential affiliation agreement which has been placed before the GFOA International Relations Committee for approval, and (2) sending delegates to each other’s 1998 annual meetings.² It was agreed that e-mail might be the most appropriate means of communication for following up on these two initiatives.

The meeting with Shorebank Corporation gave participants a close look at innovative development strategies for distressed urban neighborhoods in the U.S. In a very interactive session, a senior officer described the neighborhood-based ownership structure of the Corporation and its mission in south Chicago to redirect local resources from shopping malls outside the community to create affordable and safe housing and labor force retraining. The group also was given an overview of Shorebank’s international lending programs working with local banks and entrepreneurs in Poland, Bulgaria, and Russia. Participants were most interested in the process of property development within a community, including the type of expertise required and the political implications of bringing a particular project from conception to funding to implementation.

4.3 Phoenix, Arizona

The group spent two sessions with a mixed group of senior representatives from the Arizona City Managers Association, Arizona Finance Officers Association, and the Association of Arizona Cities

² The Slovak Government Finance Officers Association annual convention will be held in Bratislava in May 1998. The Government Finance Officers Association annual meeting will take place during the last week of June 1998 in San Francisco.

and Towns. Presentations included an orientation to each organization within the context of a brief comparison of the local political and legal systems of the U.S. and the Slovak Republic. In discussing the goals and operational practices of each association, presenters also explained the various points of connection with the national-level organization, state government, and their membership. Participants learned the importance of the executive boards, elected each year by the general membership, in defining the role and practice of the associations. During the first session, participants received a brief introduction to Arizona local government in preparation for two days “in the trenches” with the municipalities of Goodyear and Avondale. The agenda for the second meeting focused on the conditions particular to Arizona’s history that gave impetus to creation of the associations by local government officials. Presenters emphasized the importance of cooperation among members and a strategy of using incremental changes to gain a higher level of local control over local issues.

At a more pragmatic level, the municipal association staff discussed the process for developing policy positions, methods of promoting these positions to elected officials, and specific case examples of the results. Presenters from each professional association reinforced what participants had already heard at the national level regarding the need for political neutrality and a high degree of competence in city managers and finance officers. Participants were also interested in specific information about tenure and opportunities for growth and training in the professional positions as well as the relationships of professional staff to the elected officials of their towns.

One morning of the second week was set aside for participants to meet with senior trainers and management of the School of Public Affairs at the downtown Phoenix branch of Arizona State University. Participants learned about the Institute for Public Executives, a two-week training program for working professionals which includes sessions on leadership, communication techniques, and applied case studies. The Graduate Program in Public Administration was also of interest to several participants who requested more information about the curriculum and admission requirements. While in downtown Phoenix, participants visited the historic city hall where they talked with the Phoenix city auditor and one of his staff. The discussion centered around the city’s successful efforts to improve services through the design and implementation of a performance measurement program. The presenters described the evolution of effective tools, such as focus groups and interview techniques, for engaging citizens in the process as well as the difficulties of reaching certain segments of the population. Participants requested additional information about how competitive bidding is used to improve service efficiency, the types of services that are contracted by the City, and the number of advisory groups currently working with the Phoenix city departments.

The participants enjoyed two social events organized by staff of the Association of Arizona Cities and Towns: (1) buffet luncheon at the close of the orientation session, and (2) western-style barbecue at a local Scottsdale park on one of the last evenings of the tour. Strategic use of interpreters and bilingual staff enhanced the quality of these events, professionally and personally, for both Slovaks and Americans. As a result, each participant was able to spend one-on-one time with particular counterparts, to foster long-term professional contacts, and to gain a more accurate and in-depth picture of U.S. culture.

4.4 Goodyear and Avondale, Arizona

The group spent the first two days of the second week immersed in the functioning of U.S. local government through close interaction with the staff and elected officials of two Arizona sister cities. The City of Goodyear hosted the participants for the bulk of the time to ensure continuity and ample opportunities for questions and follow-up with presenters. The Goodyear schedule was designed to provide participants with interactive presentations from a variety of staff as well as blocks of open time to allow individuals to get more in-depth information. The group also observed a public hearing on a proposed sanitation rate increase and city council meeting in Avondale (see Appendix E for the city council meeting agenda) which was preceded by an informal dinner with the mayor, several council members, and senior finance staff. This two-day period of the tour culminated in an outdoor dinner where participants as guests of honor were given keys to the City of Goodyear. Appendix F contains copies of two newspaper articles detailing the visit of the study tour participants to Goodyear and Avondale.

The Goodyear mayor, city manager and his staff, and relevant department heads were present on the first morning to welcome and meet the participants. The city manager provided a framework for the rest of the discussions through a short presentation on the history of the council-manager form of government as well as the origins and 50-year history of Goodyear. Participants received an overview of the organization of the Goodyear city government and council, current level of staffing in each department, the role of contract employees who advise the council, the budget process, and various programs that the city has implemented to improve service delivery to citizens. Presentations were guided in length and content by the interest of the participants and were delivered by the director of each department supported by program managers. Goodyear city departments involved in the study tour included planning and community development, finance and budgeting, law enforcement, human resources, and the city clerk's office.

Participants made excellent use of the resources provided by Goodyear and Avondale to better understand the organization of U.S. local government and how it functions. Slovak city managers asked for more information about the professional aspects of the city manager's employment with the city and his/her relationship with the mayor and council. Several participants also explored innovative management programs, such as community-oriented policing, that have improved the quality of services and the public's trust in municipal government. The finance officers were particularly interested in revenue sources, both state-shared and own-source, expenditures, short and long-term debt instruments, income from city property, and financial reporting and auditing requirements. Many participants also found human resource development and training to be an important topic given the current trend in Slovakia of qualified professionals moving to the private sector. Finally, participants were extremely interested in the motivation of mayors and council persons to run for office.

4.5 Synthesis of Study Tour Sessions

The last two days of the study tour were set aside for participants to begin to synthesize the information gathered during the technical sessions, particularly regarding its relevance to their work

in Slovakia. Two training techniques were used to provide a structure for the process: roundtable discussion and action planning. Arizona local government professionals with a variety of backgrounds were invited to join study tour participants in the roundtable discussion in order to enlist a wide range of perspectives in deliberation of the issues and development of problem-solving strategies. Conversely, the action planning session was deliberately designed to be an internal activity for each Slovak association represented on the tour. Appendix G contains the results of the roundtable discussion and a detailed presentation of each association's action plan.

4.5.1 *Roundtable Discussion*

Using a roundtable discussion format, study tour participants worked with Arizona mayors, city managers, finance officers, budget analysts, media representatives, and other professionals involved in local government to answer the question of how to more effectively involve citizens in the process of governance. U.S. participants in the roundtable included professionals that participants had met during previous sessions as well as city managers, finance officers, and mayors from outside the Phoenix metropolitan area. The roundtable discussion provided a means for participants, assisted by their U.S. counterparts, to apply many of the concepts and strategies they had encountered during the tour to an issue having relevance to local governments in both countries.

Roundtable discussion participants were divided into two groups of approximately twelve persons each with broad representation of different professions in each group. Each group was assigned a facilitator, interpreter, and a specific topic to address (group 1 - visioning; group 2 - community-based services) as a vehicle for developing specific strategies for improving citizen participation at the local level. As part of its work, each group engaged in a brainstorming session, used weighted voting to narrow down the list of strategies, and selected a group representative to report its conclusions in a final plenary session.

4.5.2 *Action Planning*

On the last working day of the tour, participants and RTI training staff gathered in a short plenary session to exchange information and experiences regarding action planning. Participants then worked with the other members of their associations to develop an action plan for implementation upon the group's return to Slovakia. The last hour of the session was reserved for a 20-minute report out by each group and the closing ceremony.

The Slovak Finance Officers Association's (SFOA) action plan is divided into three major areas of focus: organization of work, communication, and ethics. The finance directors developed a two-tiered matrix assigning a leader and deadline for each task. Short term tasks include creation of specialized sections within SFOA, solicitation of member input in conference planning, and preparation of press releases. The longer-term tasks involve the finalization of an affiliation agreement with GFOA; development of an ethical code, award system, and certification process; and the expanded use of the Internet.

The members of Slovak City Managers Association (SCMA) have focused their action plan on three areas: internal projects related to particular management areas such as citizen participation and crime prevention; increased external contact, including cooperation with ZMOS and participation in the ICMA annual conference; and changes in SCMA Board policies, such as rotation of leadership and regular use of study tours outside Slovakia. The SCMA action plan also contains strategies for utilizing experiences from the study tour with a designated leader and deadline for achieving each strategy.

The action plan for the Slovak Association of Towns and Communities (ZMOS) is concerned primarily with information flow among ZMOS members, preparation for the ZMOS Congress meeting, and lobbying for legislative changes regarding local government. Action steps for each topic are framed within a problem statement and solution, assignment of responsibility and deadline, and follow-up activities (longer-term strategies). Specific tasks include the creation of a computerized evaluation system with regular dissemination of results to the ZMOS Board, Council, and membership; formulation of strategic goals and discussion with the ZMOS Board and regional associations; and lobbying of self-government interests to the highest levels of the Slovak Government.

5.0 Participant Evaluations

5.1 Pre-Tour Survey

Four of the twelve study tour participants responded to a pre-tour survey designed by the study tour manager, and translated and administered by LSGAC. The purpose of the survey was to better tailor the technical sessions to participants' interests and professional needs. The survey consisted of four questions designed to solicit information for U.S. presenters to use in preparing their sessions and to feed into the agenda design of the roundtable and action planning sessions. Responses from the fourth question, as well as to a similar question in the final evaluation, also provided baseline data for a follow-up field evaluation of study tour impact. The survey questions and a summary of responses for each are provided below.

Question 1: *In order to prepare U.S. presenters for technical discussions, we will provide a packet of materials related to local government management and finance practice in Slovakia. In your opinion, what are the most important topics about which U.S. study tour counterparts should be informed?*

Respondents felt that U.S. counterparts should be informed in general about the current macro-economic environment in the Slovak Republic and, more specifically, about the legislation which forms the legal basis for Slovak local government and the relationship of local government to the central government. Participants suggested that U.S. presenters become acquainted with Slovak local government functions, revenue sources, and responsibilities as well as the finance and banking environment within which they operate, including conditions for obtaining loans.

Question 2: *The first morning of the tour will include a presentation on U.S. political and public administration systems as background for technical discussions. What are the three most important topics or issues you would like to see included in this presentation?*

Responses were varied but fell into three major areas: (1) status of fiscal decentralization, (2) local revenues, including the degree of autonomy local governments have in taxation and long-range financial planning, and (3) citizen education and participation in local governance. Participants were also interested in how the federal government supports or constrains local governments in carrying out their responsibilities and the impact of partisan behavior on local government administration.

Question 3: *The study tour will include a 2-day visit to a small U.S. municipality and discussions with elected and administrative officials. What are the three most important topics you would like to see included in these discussions?*

Respondents suggested the following topics: (1) internal staff organization and functioning, including personnel problems, (2) interaction of the local government with financial institutions, (3) preparation of the annual budget, (4) roles and interaction of elected and administrative officials, (5) citizen

outreach and participation, and (6) support/interaction of the local government with the state municipal league.

Question 4: *In what ways do you expect to use information acquired through the study tour in your work?*

Respondents proposed that practices and techniques that reflect a broader application of democracy would be easier to implement than those constrained by current legislation and policy. Examples included better communication with citizens, increased public participation in local government decision-making, and improvements in public relations. Two participants stressed that, even more than the benefits to their professional development, they felt the responsibility to evaluate and adapt U.S. methods for Slovak practice on a continuing basis and to promote these new procedures wherever possible.

5.2 Mid-Tour Evaluation

Toward the end of the first week, the study tour manager held an informal discussion with the association presidents to evaluate the first half of the tour and solicit suggestions for potential changes in the second week's agenda. There was general consensus that meeting as a mixed group with the national level U.S. associations had been very profitable for all participants, both in providing technical information and as a forum for participants to interact with their colleagues and learn more about the current situation in their respective municipalities. One participant suggested that each association take some time during the second week to synthesize the information they had received in order to better prepare for the action planning session.

5.3 Final Evaluation

The final evaluation consisted of two parts: (1) a numeric evaluation of technical and cultural activities, logistics, and services; and (2) a qualitative evaluation of the study tour format, topics, written materials, and relevance of activities to participants' work and professional development which is summarized in Section 5.3.2.

5.3.1 Part 1 - Quantitative Analysis

The numeric evaluation used a 5-point rating system with "1" as "very poor" and "5" as "very good." In completing the evaluation form, some participants attempted to give particular activities a rating above 5 by adding points to the scale or using symbols such as exclamation points. For the purposes of the evaluation, these responses were scored as 5.

An averaging of participant responses revealed very high ratings for the intensive sessions with Arizona local governments and municipal/professional associations. Regarding cultural/social events, participants were especially impressed with the weekend trip to northern Arizona which included visits to the Grand Canyon, Sunset Crater Volcano, and sightseeing in Walnut Creek Canyon and

Sedona. Participants also gave high marks to the informal dinner with the Avondale mayor, council members, and administrative staff and observation of the Avondale city council meeting. The orientation and lunch with the Arizona professional/municipal associations and the technical sessions and evening cook-out with City of Goodyear officials all received the highest possible score from every participant. Study tour support services, including lodging, transportation, logistics planning, and training facilities, also received uniform scores of five.

5.3.2 Part 2 - Qualitative Analysis

Participant responses to qualitative evaluation questions were extremely positive. There were no suggestions for improving the format of either the overall study tour or the technical/cultural sessions. Some participants found the amount (and weight) of written materials difficult to manage both for traveling in the U.S. and returning home.³ One person suggested the use of diskettes in future.

Most participants felt that they would be able to apply a good amount of what they learned to their professional responsibilities and career development, and to motivate their colleagues to do the same. Particularly, participants expected to increase the public's knowledge of their work, use the written materials they received as models for accomplishing future work, and expand on alternative solutions to local governance challenges from the U.S. context. Several participants mentioned making more effective use of teamwork while still maintaining the accountability of each team member.

Upon their return, participants expected to use communication techniques presented during the discussions both internally and to gain citizens' trust in order to expand public involvement in governance and service delivery. Responses also expressed a high level of applicability of discussions with counterparts in the national and state municipal associations as well as the human resource and law enforcement staff of Goodyear. Finally, some participants mentioned several areas related to local government finance, especially budgeting and revenue generation, as very relevant to their work.

Several participants wished to have more depth of coverage on the U.S. fiscal system, including the division of funds among state and local governments, responsibilities of elected officials, practical techniques for improving transparency and gaining citizens' support, and day-to-day activities of professional staff such as the city manager.

Participants expressed a greater awareness, as a result of the tour, of how comparable their work is to that of American colleagues. One participant discussed putting a greater emphasis in future on involving Slovak colleagues and the views of citizens in decision-making. Other participants expected to grow professionally through the use of new management and communication techniques, and through improvements in interpersonal relations and the increased interaction of Slovak associations.

³ To partially mitigate this problem, study tour staff asked each association to compile a set of written materials for direct shipment to LSGAC and distribution after the tour.

Appendix A: Study Tour Participant List

Slovak Professional Association Study Tour
October 10 - 26, 1997
Participant List

Association of Towns and Communities of Slovakia (ZMOS)

- Gejza Balogh, Bratislava, *Acting Executive Director of ZMOS & Director of the ZMOS Economics Section*
- Pavol Ifcic, Bratislava, *Director of The ZMOS Section For Towns*

Slovak Municipal Finance Officers Association

- Eva Balazova, Lucenec, *President & Director of Finance*
- Helena Cibulova, Kosice, *Director of Finance*
- Jozefina Guttenova, Zvolen, *Director of Finance*
- Hana Dienerova, Trnava, *Director of Finance*
- Lubomir Janoska, Pezinok, *Director of Finance*

Slovak City Managers Association

- Ladislav Briestensky, Pezinok, *President & City Manager*
- Olga Polaskova, Zvolen, *City Manager*
- Jozef Harvancik, Bratislava - Karlova Ves, *City Manager*
- Juraj Tibensky, Trnava, *City Manager*
- Richard Hojer, Kosice - Tahanovce, *City Manager*

Research Triangle Institute (RTI)

- Brenda Linton, *Study Tour Manager*
- Audrina J. Bunton, *Logistics Coordinator*
- Kenneth Mahony, *Resident Advisor*
- Robert Bodo, *Local Self-Government Assistance Center (LSGAC)*

Interpreters

- Katarína Cockrell
- Tatiana Lizon

**Research Triangle Institute
Professional Association Study Tour
October 10 - 26, 1997
Washington, DC - Chicago, IL - Phoenix, AZ**

TIME	EVENT	PEOPLE INVOLVED
Friday, October 10, 1997		
11:00 a.m.	Depart Vienna- International - DELTA FLIGHT 147	
3:35 p.m.	Arrive at W. B. Hartsfield - Atlanta, GA	
6:25 p.m.	Depart W. B. Hartsfield - Atlanta, GA - DELTA FLIGHT 578	
8:10 p.m.	Arrival at National Airport - Washington D.C.	
9:00 p.m.	Check into Westin City Center 1400 M Street, NW Washington, DC 20005 Phone: 202 429-1700/ Fax: 202-728-0530	Contact Person : Mark Peppas
Saturday, October 11, 1997		
10:00 a.m.- 2:00 p.m.	Guided Tour of National Monuments (ending at Washington Monument)	Ken Mahony, Robert Bodo (Interpreter Katarina Cockrell joins the group at 9:30 a.m. at the Westin City Center.)
2:00-6:00 p.m.	Lunch on your own and Smithsonian Museums (self-guided)	
6:30 p.m.	Van departs Smithsonian for Westin City Center	
	Evening Free	

TIME	EVENT	PEOPLE INVOLVED
Sunday, October 12, 1997		
9:00 a.m.	Breakfast meeting to plan the day's activities	Ken Mahony, Robert Bodo (Interpreter Tatiana Lizon joins the group in the afternoon.)
6:00 p.m.	Pick up at Westin City Center and transport to Pier 7	
6:30-8:00 p.m.	Welcome Dinner with RTI staff Pier 7 Channel Inn 650 Water Street SW (between 7th & Maine Ave.) 202-554-2500	Ken Mahony, Robert Bodo, Brenda Linton, Audrina Bunton
8:30 p.m.	Distribution of Study Tour Per Diem Westin City Center	Audrina Bunton, Brenda Linton
Monday, October 13, 1997		
9:00-11:30 a.m.	Study Tour Orientation RTI-DC office 1615 M Street NW, Suite 740 ♦ Study Tour Agenda ♦ U.S. Political and Public Administration Systems	Brenda Linton, Audrina Bunton Ken Mahony
12:00-1:30 p.m.	Lunch at <i>Taste of DC Outdoor Festival</i> Pennsylvania Avenue between 9th & 14th Streets NW	

TIME	EVENT	PEOPLE INVOLVED
2:00-4:00 p.m.	International City/County Management Association 777 N. Capitol Street NE, Suite 500 ♦ Operations and Membership Services ♦ Publications ♦ Development/Enforcement of Code of Ethics ♦ Interaction of Professional and Municipal Associations	Judit Haracsek, Catherine Parrish, Christine Ulrich, Ross Hoff
Tuesday, October 14, 1997		
8:45 a.m.	Check out Westin City Center and store luggage	
9:15 a.m.	Depart Westin City Center for Arlington, VA	
10:00-11:30 a.m.	National Science Foundation 4201 Wilson Blvd. Arlington, VA ♦ Introduction to FinanceNet ♦ FinanceNet network services demonstration ♦ International GovNews Project	Preston Rich, Moe Than, Dinesh Sivagnanam, Virginia Robinson
12:00-12:30 p.m	Visit to Slovak Embassy 2201 Wisconsin Ave., NW, Suite 250	Jan Gabor, Jan Orlovsky
12:30 a.m. -1:30 p.m.	Lunch Old Europe Restaurant(will walk) 2434 Wisconsin Avenue, NW 202-333-7600	Contact: Karl Herold

TIME	EVENT	PEOPLE INVOLVED
2:00-4:00 p.m.	National League of Cities 1301 Pennsylvania Ave. NW, Suite 550 ♦ Organization, funding, and professional staffing ♦ Support to member cities ♦ Policy development	Jim Brooks, Bonnie Walter (SAID)
4:00-5:00 p.m.	Dinner and luggage pick up at Westin City Center	
5:15 p.m.	Depart Westin City Center for National Airport	
7:00 p.m.	Depart National - DC - UNITED AIRLINES FLIGHT 1635	
8:02 p.m.	Arrive O'Hare International Airport- Chicago, ILL	
9:00 p.m.	Check into Clarion Executive Plaza 71 E. Wacker Dr. Chicago, Il 60661-3706 Phone: 312 346-7100/ Fax: 312-346-1721	Contact Person: Jim Hickey
Wednesday, October 15, 1997		
9:00-10:45 a.m.	Government Finance Officers Association (GFOA) 180 N. Michigan Ave, Suite 800 (Lake Street and Michigan Avenue) ♦ Welcome/Introductions ♦ Overview of GFOA ♦ Programs and Services in Accounting & Financial Reporting	Joni Leithe Stephen Gauthier
10:45-11:00 a.m.	Tour of GFOA Office	
11:00-11:15 a.m.	Break	

TIME	EVENT	PEOPLE INVOLVED
11:15 a.m. - 12:00 p.m.	Government Finance Officers Association (GFOA) ♦ Federal Liaison and Committee Activities	Betsy Dotson, Joni Leithe
12:00-1:30 p.m.	Lunch Restaurant TBD	
1:30- 4:30 p.m.	Government Finance Officers Association (GFOA) ♦ Financial/Membership Reporting & GFOA Records ♦ GFOA Certification Program ♦ Distinguished Budget Presentation Awards Program ♦ Programs and Services of the Research Center ♦ GFOA's International Relations Program ♦ Summary of GFOA/Questions	John Jurkash Doug Bastianelli Juliet Powdar Rowan Miranda, Corinne Larson, Greg Michel Joni Leithe Jeff Esser, Joni Leithe
5:30-7:00 p.m.	Dinner Restaurant TBD	Brenda Linton, Audrina Bunton, Robert Bodo
	Evening Free	
Thursday, October 16, 1997		
	Morning Free for Sightseeing/Shopping	
11:00 a.m.	Check out Clarion Executive Plaza and store luggage	
11:15 a.m.	Depart on foot for Chicago Architecture Foundation River Cruise - Mercury Cruise Dock, Michigan Ave. And Lower Wacker Dr., at the southwest corner of the bridge	Brenda Linton, Audrina Bunton, Robert Bodo
12:00-1:30 p.m.	Chicago Architecture Foundation River Cruise	
1:45 p.m.	Pick up luggage and depart downtown Chicago for Shorebank Corporation	

TIME	EVENT	PEOPLE INVOLVED
2:30-4:30 p.m.	Shorebank Corporation 71st & Jeffrey Blvd.	Richard Turner
5:00-8:00 p.m.	Shopping Location TBD	
8:15 p.m.	Depart for Best Western at O'Hare	
9:00 p.m.	Check in Best Western at O'Hare 10300 W. Higgins Road Rosemont, IL 60018 Phone: 847-296-4471 / Fax: 847-296-4958 Complimentary Continental Breakfast	Contact Person: Barbara
Friday, October 17, 1997		
6:30 a.m.	Depart Best Western for O'Hare International Airport	
8:05 a.m.	Depart O'Hare - UNITED AIRLINES FLIGHT 397	
9:24 a.m.	Arrive at Sky Harbor International Airport - Phoenix, AZ	
10:30 a.m. - 1:00 p.m.	Arizona Professional/Municipal Associations Orientation Office of Association of Arizona Cities and Towns 1820 W. Washington Street, Phoenix, AZ <ul style="list-style-type: none"> ◆ Welcome/Introductions ◆ Organization, staffing, and funding ◆ Participation of members in conferences, publications, and committees ◆ Interaction/support of national and state associations 	Patrick Sherman, Arizona City Management Association Catherine Conlee, Association of Arizona Cities and Towns Art Lynch, Arizona Finance Officers Association Stephen Cleveland, City of Goodyear Ron Brown, City of Avondale

TIME	EVENT	PEOPLE INVOLVED
1:00-2:30 p.m.	Catered Working Lunch with Association members	
3:00 p.m.	Depart for Flagstaff, AZ	
5:30 p.m.	Check into Amerisuites 2455 South Beulah Road Flagstaff, AZ 86001 Phone: 520-774-8042 / Fax: 520-774-5524	Contact Person: Krista Richardson
	Evening Free	
Saturday, October 18, 1997		
8:00 a.m.	Depart Flagstaff for Grand Canyon	Audrina Bunton, Brenda Linton, Robert Bodo, Ken Mahony
9:30 a.m. - 12:30 p.m.	Sightseeing and Picnic Lunch at Grand Canyon	
12:45 p.m.	Depart Grand Canyon for Flagstaff via Highway 89	
1:30-3:00 p.m.	Wupatki National Monument and Sunset Crater Volcano	
3:00-5:00	Shopping on San Francisco Street in Flagstaff	
7:00 p.m.	Dinner on your own or with RTI staff at the historic Monte Vista Hotel 100 N. San Francisco St.	
Sunday, October 19, 1997		
9:15 a.m.	Check out of Amerisuites	
9:30 a.m.	Depart Flagstaff for Metro Phoenix via Sedona Sedona events TBD	

TIME	EVENT	PEOPLE INVOLVED
1:00 p.m.	Check into Wigwam Resort Litchfield Park, AZ 85340 Phone: 602-935-3811 / Fax: 602-856-1081	Susan Petty, Melissa Newell, Doug Sanders
	Afternoon and Evening Free	
Monday, October 20, 1997		
9:00-11:30 a.m.	City of Goodyear Goodyear City Hall 119 N. Litchfield Rd. ◆ Welcome/Introductions ◆ Mayor/Manager Form of Government ◆ Functions of City Clerk	Mayor William Arnold Stephen Cleveland Dee Cockrum
11:30 a.m. - 1:30 p.m.	Lunch with Goodyear staff	
1:30-4:30 p.m.	City of Goodyear ◆ Community Development ◆ Public Works ◆ Fire Department - Demonstration and Tour	Harvey Krauss Tim Edwards Mark Gaillard
5:30-6:30 p.m.	City of Avondale Dinner with Avondale Officials Library Annex 328 W. Western St.	Mayor Thomas Morales & Avondale City Council
7:00-8:30 p.m.	Avondale City Council Meeting Council Chambers 521 E. Western St.	

TIME	EVENT	PEOPLE INVOLVED
Tuesday, October 21, 1997		
9:00-11:30 a.m.	City of Goodyear <ul style="list-style-type: none"> ◆ Economic/Small Business Development ◆ Municipal Finance and Budgeting 	Brian Dalke Larry Price
11:30 a.m. - 1:30 p.m.	Lunchtime free	
1:30-4:30 p.m.	<ul style="list-style-type: none"> ◆ Police Department - Citizen Academy and Public Education Program ◆ Internal Operations - Strategic Planning, Team Building, & Customer Service ◆ Citizen Participation in Council Meetings & Committees 	Peter Nick Stephen Cleveland Mayor William Arnold
6:30-9:00 p.m.	Western-Style Dinner w/ Goodyear Officials (dress informal) Estrella Mountain Ranch North Pavilion (Community Center in case of bad weather)	City of Goodyear Staff and Council Members
Wednesday, October 22, 1997		
8:15 a.m.	Check out Wigwam Resort	
8:45 a.m.	Depart Wigwam Resort for downtown Phoenix	
9:30-11:30 a.m.	Advanced Public Executive Program School of Public Affairs Arizona State University 502 E. Monroe Street, Phoenix, AZ <ul style="list-style-type: none"> ◆ Training Needs Assessment ◆ Training Programs/Courses ◆ Graduate Programs in Public Administration 	Peggy O'Sullivan-Kachel, Ina Wintrich Richard McGaw

TIME	EVENT	PEOPLE INVOLVED
12:00-1:30 p.m.	Lunch at the Arizona Center North of Van Buren St., between 3 rd and 5 th streets	
2:00-4:00 p.m.	Phoenix City Auditors Phoenix City Hall 17 S. 2nd Avenue ♦ National performance review team ♦ Performance management ♦ Citizen participation in local government	Jim Flanagan and two departmental staff
5:00 p.m.	Check into Embassy Suites 5001 North Scottsdale Road Scottsdale, AZ 85250 Phone: 602-949-1414 / Fax: 602-947-2675 Complimentary American Breakfast and Cocktail Hour	Contact Persons: - Stacie & Maryann Muscat
	Evening Free	
Thursday, October 23, 1997		
9:00-11:30 a.m.	Arizona Professional and Municipal Associations Office of Association of Arizona Cities and Towns 1820 W. Washington Street, Phoenix, AZ ♦ lobbying ♦ training activities ♦ professional development ♦ interaction of professional & municipal association	Jack Debolske, Association of Arizona Towns and Cities Bob Stull, Arizona Finance Officers Association Curtis Shook, Arizona City Management Association
12:00-1:00 p.m.	Lunch in Scottsdale Restaurant TBD	

TIME	EVENT	PEOPLE INVOLVED
1:30-3:00 p.m.	<p>Roundtable Discussions Embassy Suites 5001 North Scottsdale Road Scottsdale, AZ 85250</p> <p>Small Group Sessions Boardroom 409, Facilitator: Brenda Linton, Boardroom 412, Facilitator: Clay Wirt</p>	<p><i>City Managers:</i> Martin Vanacour, Steve Cleveland, Mark Stevens, Paul Watson</p> <p><i>Finance Directors:</i> Ron Brown, Bob Stull, Carol Hernandez, Larry Price, Bob Kendrow</p> <p><i>Mayors:</i> Bill Arnold, Thomas Morales, Gary Whipple</p> <p><i>Citizens:</i> TBD</p> <p><i>Media Representative:</i> Megan Hartl</p>
3:00 - 3:30 p.m.	Break	
3:30-4:45 p.m.	Plenary Session - Small Group reports and Closing Remarks Encanto II Banquet Room	
TBD	Cookout at Scottsdale Park	Jack DeBolske & Association members
Friday, October 24, 1997		
9:00 a.m.- 12:00 p.m.	Summary of Tour and Action Planning Embassy Suites Arizona Room	Brenda Linton, Clay Wirt, Robert Bodo
12:00-1:00 p.m.	Lunch on your own	
1:15-3:00 p.m.	Presentation of Action Plans Study Tour Evaluation Closing Ceremony and Presentation of Certificates	Brenda Linton, Clay Wirt, Robert Bodo

TIME	EVENT	PEOPLE INVOLVED
	Evening Free	
Saturday, October 25, 1997		
	Sightseeing/shopping Schedule TBD	
Sunday, October 26, 1997		
8:30 a.m.	Depart Embassy Suites for Sky Harbor International Airport	Robert Bodo
10:15 a.m.	Depart Sky Harbor - Phoenix, AZ - DELTA FLIGHT 222	
3:42 p.m.	Arrive W. B. Hartsfield - Atlanta, GA	
5:25 p.m.	Depart W. B. Hartsfield - Atlanta, GA - DELTA FLIGHT 146	Robert Bodo, Ken Mahony
Monday, October 27, 1997		
8:50 a.m.	Arrive in Vienna	Robert Bodo, Ken Mahony

**Appendix C: Study Tour Final Evaluation Questionnaire
and Quantitative Analysis**

**Professional Association Study Tour
October 10-26, 1997
Final Evaluation**

Thank you for participating in the Professional Association Study Tour. We are very interested in hearing your reactions, thoughts, and comments so that we can improve future study tours. Please take a few minutes to respond to the following questions. Where appropriate, for ranking purposes, please circle the appropriate number or phrase.

1. On a scale of 1 to 5, with 5 being very good and 1 being very poor, please rate the following activities.

	<u>Very Poor</u>					<u>Very Good</u>				
Guided Tour of National Monuments	1	2	3	4	5					
Smithsonian Museums (self-guided)	1	2	3	4	5					
Welcome Dinner at Pier Seven	1	2	3	4	5					
Study Tour Orientation	1	2	3	4	5					
♦ Study Tour Agenda										
♦ U.S. Political and Public Administration Systems										
Lunch at <i>Taste of DC Outdoor Festival</i>	1	2	3	4	5					
International City/County Management Association	1	2	3	4	5					
♦ Operations and Membership Services										
♦ Publications										
♦ Development/Enforcement of Code of Ethics										
♦ Interaction of Professional and Municipal Associations										
National Science Foundation	1	2	3	4	5					
♦ Introduction to FinanceNet										
♦ FinanceNet network services demonstration										
♦ International GovNews Project										
Visit to Slovak Embassy	1	2	3	4	5					
Lunch at Old Europe Restaurant	1	2	3	4	5					
National League of Cities	1	2	3	4	5					
♦ Organization, funding, and professional staffing										
♦ Support to member cities										
♦ Policy development										

	<u>Very Poor</u>			<u>Very Good</u>	
Government Finance Officers Association (GFOA)	1	2	3	4	5
♦ Welcome/Introductions					
♦ Overview of GFOA					
♦ Programs and Services in Accounting & Financial Reporting					
♦ Federal Liaison and Committee Activities					
♦ Tour of GFOA Office					
♦ Financial and Membership Reporting & GFOA Records					
♦ GFOA Certification Program					
♦ Distinguished Budget Presentation Awards Program					
♦ Programs and Services of the Research Center					
♦ GFOA's International Relations Program					
♦ Summary of GFOA/Questions					
Chicago Architecture Foundation River Cruise	1	2	3	4	5
Shorebank Corporation	1	2	3	4	5
Arizona Professional/Municipal Associations Orientation	1	2	3	4	5
♦ Welcome/Introductions					
♦ Organization, staffing, and funding					
♦ Participation of members in conferences, publications, and committees					
♦ Interaction/support of national and state associations					
Catered Working Lunch with Association members	1	2	3	4	5
Sightseeing and Picnic Lunch at Grand Canyon	1	2	3	4	5
Wupatki National Monument and Sunset Crater Volcano	1	2	3	4	5
Sedona events	1	2	3	4	5
City of Goodyear	1	2	3	4	5
♦ Welcome/Introductions					
♦ Mayor/Manager Form of Government					
♦ Functions of City Clerk					
♦ Community Development					
♦ Public Works					
♦ Fire Department - Demonstration and Tour					
♦ Economic/Small Business Development					
♦ Municipal Finance and Budgeting					
Lunch with Goodyear staff	1	2	3	4	5
Dinner with Avondale Officials	1	2	3	4	5

	<u>Very Poor</u>			<u>Very Good</u>	
Avondale City Council Meeting	1	2	3	4	5
♦ Police Department - Citizen Academy and Public Education Program	1	2	3	4	5
♦ Internal Operations - Strategic Planning, Team Building, & Customer Service					
♦ Citizen Participation in Council Meetings & Committees					
Western-Style Dinner w/ Goodyear Officials	1	2	3	4	5
Advanced Public Executive Program	1	2	3	4	5
♦ Training Needs Assessment					
♦ Training Programs/Courses					
♦ Graduate Programs in Public Administration					
Phoenix City Auditors	1	2	3	4	5
♦ National performance review team					
♦ Performance management					
♦ Citizen participation in local government					
Arizona Professional and Municipal Associations	1	2	3	4	5
♦ lobbying					
♦ training activities					
♦ professional development					
♦ interaction of professional & municipal association					
Roundtable Discussions	1	2	3	4	5
Plenary Session - Small Group reports and Closing	1	2	3	4	5
Cookout at Scottsdale Park	1	2	3	4	5
Summary of Tour and Action Planning	1	2	3	4	5
Presentation of Action Plans	1	2	3	4	5
Study Tour Evaluation					
Closing Ceremony					

2. Please rank your impression of the following:

Lodging	1	2	3	4	5
Transportation	1	2	3	4	5
Logistics Support	1		3	4	
Training facilities	1		3		5

3. In general, was the length of each visit: too short too long about right
4. Do you have any suggestions for improving the study tour format?
5. Were the translated written materials you received:
- | | | |
|----------------|-----|----|
| Understandable | Yes | No |
| Informative | Yes | No |
| Useful | Yes | No |
6. Do you have any suggestions for improving the written materials?
7. Which topics discussed in the study are most relevant to your work responsibilities/requirements?
8. Of the topics covered, are there any for which you would like to have had more information or depth of coverage? If yes, which ones?
9. Do you think you will be able to apply what you have learned to your job? How?
10. What is the overall impact of the study tour on your professional development?
11. Please feel free to make additional comments, suggestions below.

Slovak Professional Association Study Tour Evaluation

October 10 - 26, 1997

Numeric Evaluation

Participants were asked to rate study tour activities and support services on a scale of 1 to 5 (1 = very poor & 5 = very good). Some participants attempted to give particular activities a rating above 5 by adding points to the scale or using symbols such as exclamation points. For the purposes of the numeric evaluation, these responses were scored as a "5." However, relevant activities are marked with an asterisk (*) to qualitatively express an "off the scale" rating by two or more participants.

		One	Two	Three	Four	Five	Average	No Answer
Section 1: Activities								
Rate the value of the following activities:								
	Guided Tour of National Monuments			1		11	4.83	
	Smithsonian Museums (self-guided)		1	2	1	8	4.33	
	Welcome Dinner at Pier Seven			4	1	7	4.25	
	RTI Study Tour Orientation				3	9	4.75	
	Lunch at Taste of DC Outdoor Festival	1	2	3	4	2	3.33	
	International City/County Management Association	2	4	2	1	3	2.92	
	FinanceNet			2	4	6	4.33	
	Visit to Slovak Embassy	1	2	3	1	4	3.45	1
	Lunch at Old Europe Restaurant	1	3	1	3	4	3.50	
	National League of Cities				1	11	4.92	
	Government Finance Officers Association *				2	10	4.83	
	Chicago Architecture Foundation River Cruise			2	1	9	4.58	
	Shorebank Corporation				1	11	4.92	
	Arizona Professional/Municipal Associations							
	Orientation/Lunch					13	5.00	
	Sightseeing and Picnic Lunch at Grand Canyon *				1	11	4.92	
	Sunset Crater Volcano				1	11	4.92	
	Drive through Walnut Creek Canyon and Sedona *				1	11	4.92	
	City of Goodyear - Day 1 *					12	5.00	
	Dinner with Avondale Officials				1	11	4.92	
	Avondale City Council Meeting				1	11	4.92	
	City of Goodyear - Day 2 *					12	5.00	
	Western-Style Dinner w/ Goodyear Officials *					12	5.00	
	Advanced Public Executive Program			1	5	6	4.42	
	Lunch at the Arizona Center			4	2	6	4.17	
	Phoenix City Auditors			2	5	5	4.25	
	Arizona Professional and Municipal Associations							
	Day 2				1	11	4.92	
	Roundtable Discussions *			3	3	6	4.25	
	Closing Cookout at McCormick-Stillman Park *				3	9	4.75	
	Summary of Tour and Action Planning			1	1	10	4.75	

		One	Two	Three	Four	Five	Average	No Answer
Section 2: Services								
	Lodging					12	5.00	
	Transportation					12	5.00	
	Logistics support					12	5.00	
	Training facilities					12	5.00	
						Yes	No	No Answer
Was length of each visit:								
	too short							
	too long							
	about right					12		
Were the written materials you received:								
	Understandable					11		1
	Informative					11		1
	Useful					12		

Appendix D: List of U.S. Hosting Organizations/Staff

U.S. Hosting Organizations/Staff

- | | | |
|----|---|--|
| 1) | Jack DeBolske, Executive Director
Association of Arizona Cities and Towns
1820 W. Washington St.
Phoenix, AZ 85007
Tel: 602-258-5786
Fax: 602-253-3874 | City of Avondale
950 E. Van Buren
Avondale, Arizona 85323
Tel: 602-925-0018
Fax: 602-932-0390 |
| 2) | Catherine Conlee
Association of Arizona Cities and Towns
1820 W. Washington St.
Phoenix, AZ 85007
Tel: 602-258-5786
Fax: 602-253-3874 | 8) Thomas Morales, Mayor
City of Avondale
950 E. Van Buren
Avondale, Arizona 85323
Tel: 602-925-0018
Fax: 602-932-0390 |
| 3) | Stephen S. Cleveland, City Manager
City of Goodyear
119 North Litchfield Road
Goodyear, Arizona 85338
Tel: 602-932-3910
Fax: 602-932-1177 | 9) Ronald W. Brown, Finance Director
City of Avondale
950 E. Van Buren
Avondale, Arizona 85323
Tel: 602-925-0018
Fax: 602-932-3329 |
| 4) | Larry D. Price, Finance Director
City of Goodyear
120 East Western Avenue
Goodyear, Arizona 85338
Tel: 602-932-3015
Fax: 602-932-3003 | 10) Patrick Sherman, City Manager
City of Show Low
200 West Cooley
Show Low, Arizona 85901
Tel: 520-537-5724
Fax: 520-537-2338 |
| 5) | Bill Arnold, Mayor
City of Goodyear
119 North Litchfield Road
Goodyear, Arizona 85338
Tel: 602-932-3910
Fax: 602-932-1177 | 11) Gary Whipple, Mayor
City of Show Low
200 West Cooley
Show Low, Arizona 85901
Tel: 520-537-5724
Fax: 520-537-2338 |
| 6) | Peter J. Nick, Chief of Police
The City of Goodyear
119 North Litchfield Road
Goodyear, Arizona 85338
Tel: 602-932-1220
Fax: 602-932-3007 | 12) Jim Flanagan, CPA, City Auditor
City of Phoenix
17 South 2 nd Avenue, Suite 200
Phoenix, Arizona 85003
Tel: 602-262-6641
Fax: 602-534-1533 |
| 7) | Bruce M. Arnoldussen, Budget Manager | 13) B. Preston Rich, Executive Director
FinanceNet
National Science Foundation |

4201 Wilson Blvd., Room 575
Arlington, VA 22320
Tel: 703-306-1282
Fax: 703-306-0287

7054 S. Jeffery
Chicago, Illinois 60649
Tel: 773-753-5674
Fax: 773-753-5674

14) James A. Brooks
Manager of International Programs
National League of Cities
1301 Pennsylvania Avenue, NW
Washington, DC 20004
Tel: 202-626-3163
Fax: 202-626-3043

17) Peggy O'Sullivan-Kachel
Advanced Public Executive Program
School of Public Affairs
Arizona State University
502 E. Monroe Street
Phoenix, Arizona 85003
Tel: 602-727-5154
Fax: 602-965-3660

15) William Hansell
Executive Director
International City/County Management
Association
777 N. Capitol Street NE, Suite 500
Washington, D.C.
Tel: 202-962-3542
Fax: 202 -62-3500

18) Bob Stull, Finance Director
City of Yuma
100 N. Main St.
Yuma, Arizona 85364
Tel: 520-343-8629
Fax: 520-343-8834

16) Judit Haracsek
International City/County Management
Association
777 N. Capitol Street NE, Suite 500
Washington, D.C.
Tel: 202-962-3542
Fax: 202-962-3500

19) Curtis Shook, City Manager
City of Apache Junction
1001 N. Idaho Rd.
Apache Junction, Arizona 85219
Tel: 602-671-5066
Fax: 602-982-7018

14) Jeffrey Esser
Executive Director
Government Finance Officers Association
180 N. Michigan Avenue, Suite 800
Chicago, Illinois 60601
Tel: 312-977-9700
Fax: 312-977-4806

20) Paul Watson, City Manager
City of Pinetop-Lakeside
1360 N. Neils Hansen Lane
Lakeside, Arizona 85929
Tel: 520-368-8696
Fax: 520-368-8528

15) Joni Leithe
Director of International Relations
Government Finance Officers Association
180 N. Michigan Avenue, Suite 800
Chicago, Illinois 60601
Tel: 312-977-9700
Fax: 312-977-4806

16) Richard D. Turner
Executive Vice President
South Shore Bank

Appendix E: Avondale City Council Meeting Agenda

Appendix F: News Articles for Visit to Goodyear and Avondale, Arizona

**Appendix G: Roundtable Discussion Results
and Action Plans of Slovak Associations**